

# Fiscal Management

Berdette Davis RN, BSN  
Region 5 Community Health Consultant  
July 14, 2021




---

---

---

---

---

---

---

---

## Objectives

- Describe some basic concepts of fiscal management
- Identify key elements related to fiscal management
- Provide examples of resources to monitor fiscal performance




---

---

---

---

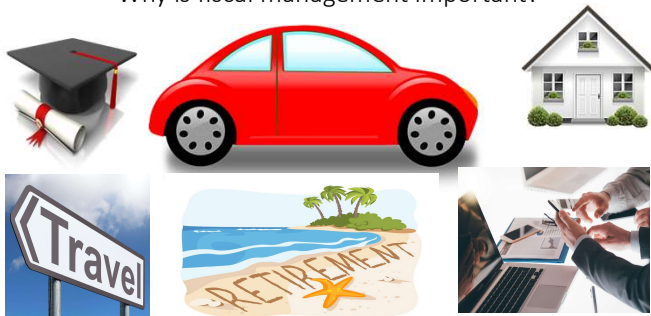
---

---

---

---

Why is fiscal management important?




---

---

---

---

---

---

---

---

## No Money No Mission

Overall performance of the agency

Planning

Short term plans

Long term plans

Unexpected plans



Accountable

Knowledgeable

---

---

---

---

---

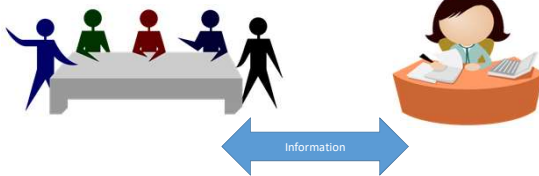
---

---

One is only as knowledgeable as the  
information one gets

Board of Health (BOH)

Agency Staff




---

---

---

---

---

---

---

## Fiscal Influence vs Fiscal Management

### Who influences finances

- 3<sup>rd</sup> party payers
- Local, State, and National Funders
- Clients
- Grants
- Board of Supervisors (BOS)

### Who manages finances

- Governing Board (BOH)
- Administrator
- Agency Staff
- Subcontractors

---

---

---

---

---

---

---

### BOS Role in Public Health Finance

Establish the total dollar amount of county tax money to be appropriated to the Board of Health for public health services in a fiscal year.

How is county tax allocation amount determined?

- Set dollar amount negotiated thru a subcontract
- Balance amount left from the previous year carried forward into the next fiscal year
- Dollar amount arrived thru deficit funding



Difference between planned revenue and planned expenses

Planned Revenue = \$400,000

Planned Expense = \$500,000

Difference = \$100,000

County Tax Allocation = \$100,000

---

---

---

---

---

---

---

---

### BOH Role in Public Health Finance

- Provide general oversight of agency operations including fiscal
- Establishes a line item budget of for the operation of the agency for the fiscal year
  - Revenue
  - Expense
- Employ staff to manage agency operations including finance
- Subcontract with another entity for a set dollar amount to provide public health functions on behalf of the BOH

Revenue	Expense
Sales	Salaries
Service	Benefits
Donations	Equipment
	Space / Overhead
	Supplies

---

---

---

---

---

---

---

---

Where do you begin with fiscal management?




---

---

---

---

---

---

---

---

## Budget

- 1) Budget is a Plan
  - 1) How much you plan to receive (revenue)
  - 2) How much you plan to spend (expense)
- 2) Build in for the unexpected
- 3) Compare against previous budgets for historical trends
- 4) Monitor budgeted data against actual data at least monthly
- 5) Allow adequate time to prepare
- 6) Do not deviate from budget unless absolutely necessary
- 7) Ask questions




---

---

---

---

---

---

---

---

## Budget comparison worksheet

Budgeted Expense	\$800,000	/12 =	\$66,667	per month	Comments:											
Budgeted Revenue	\$500,000	/12 =	\$41,667	per month												
County Allocation	\$100,000	/12 =	\$8,333	per month												
	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	TOTAL			
Budgeted Expense Monthly	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$600,000			
Actual Expense Monthly	\$47,000	\$72,000	\$46,000	\$28,000	\$32,000	\$37,000	\$50,000	\$44,000	\$46,000	\$25,000	\$10,000	\$6,000	\$542,000			
Difference	\$3,000	-\$22,000	-\$4,000	-\$22,000	-\$18,000	-\$13,000	-\$17,000	-\$6,000	-\$4,000	-\$25,000	-\$40,000	-\$44,000	-\$58,000			
	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	TOTAL			
Budgeted Revenue Monthly	\$41,667	\$41,667	\$41,667	\$41,667	\$41,667	\$41,667	\$41,667	\$41,667	\$41,667	\$41,667	\$41,667	\$41,667	\$500,000			
Actual Revenue Monthly	\$32,000	\$42,000	\$60,000	\$35,000	\$15,000	\$40,000	\$17,000	\$50,000	\$10,000	\$42,000	\$30,000	\$41,000	\$448,000			
Difference	\$9,667	-\$1,333	-\$18,333	\$6,667	\$26,667	\$1,667	-\$23,333	-\$8,333	\$31,667	-\$1,333	-\$11,333	-\$1,667	-\$58,000			
	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	TOTAL			
Difference between actual revenue as generated and actual revenue in report	(\$3,000)	(\$20,000)	\$34,000	-\$7,000	(\$17,000)	(\$17,000)	(\$33,000)	-\$13,000	-\$4,000	-\$17,000	-\$20,000	(\$24,000)	(\$58,000)			
Amount of equity funding opening to short (red) or amount to return to county general fund (black)																




---

---

---

---

---

---

---

---

## Costs

- ☐ Have to know cost in order to determine:
  - Charge for product
  - What is the profit or loss of the product
  - Success of product
  - Continuation of product
- ☐ Cost Reports
  - Provides a method of determining the actual cost of a product by taking into account all the numerous expenses that go into making the product




---

---

---

---

---

---



---

---

### Costs



#### Ham Sandwich

- Bread
- Ham
- Cheese
- Mustard



#### Program

- Vaccine
- Syringe
- Band aid
- Alcohol wipe
- Glove
- Workforce



---

---

---

---


---

---

---

### Fees / Charges

- Once you know the cost, a fee for the product can be established
- Consider the market area
- Billing for the product must occur with regularity
- Never set fees less than what it costs to produce the product
- If the cost becomes so high that the charge becomes unreasonable, it is time to re-evaluate continuation of the product



---

---

---

---

---



---

---

### Charge



#### Ham Sandwich

- Bread
- Ham
- Cheese
- Mustard



#### Program

- Vaccine
- Syringe
- Band aid
- Alcohol wipe
- Glove
- Workforce



---

---

---

---

---

---

---

## Fiscal Monitoring

- Revenue
- Expense
- Steady Billing
- Steady Cash Flow
- Amount of money “out on the books”
- What funders are paying and how much
- What funders are not paying and why not
- Agency running in the “red” (loss) or in the “black” (profit)




---

---

---

---

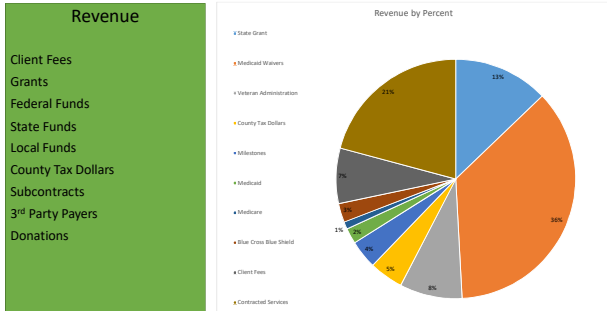
---

---

---

---

## Examples of Public Health Revenue




---

---

---

---

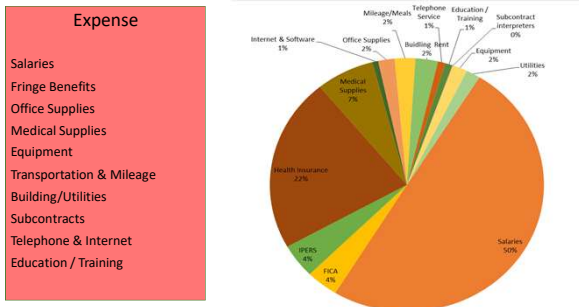
---

---

---

---

## Examples of Public Health Expenses




---

---

---

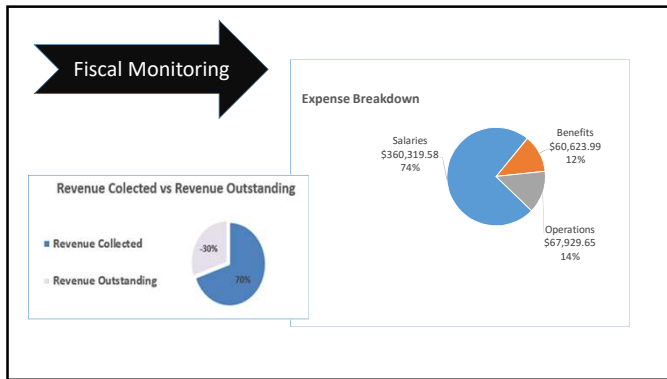
---

---

---

---

---




---

---

---

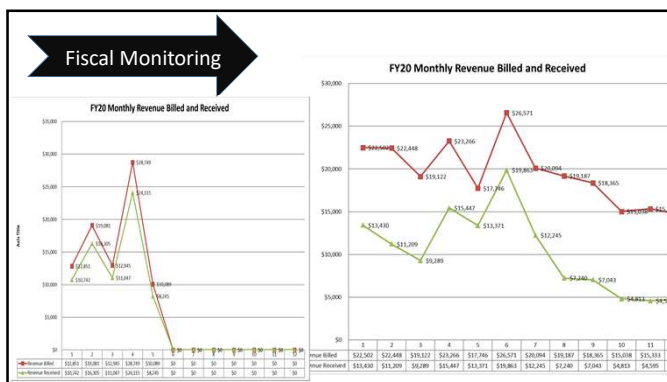
---

---

---

---

---




---

---

---

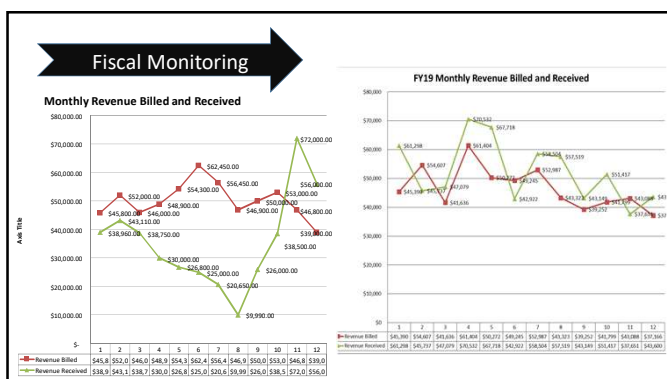
---

---

---

---

---




---

---

---

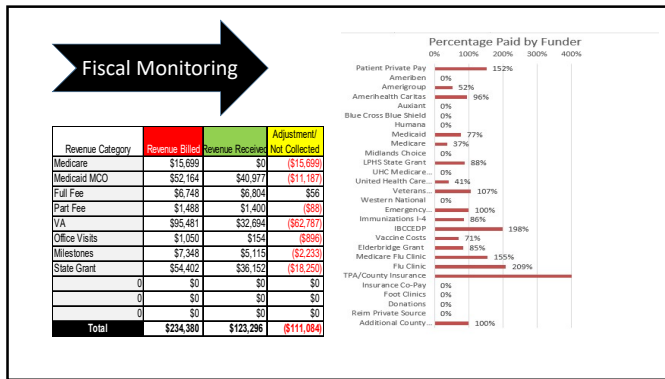
---

---

---

---

---




---

---

---

---

---

---

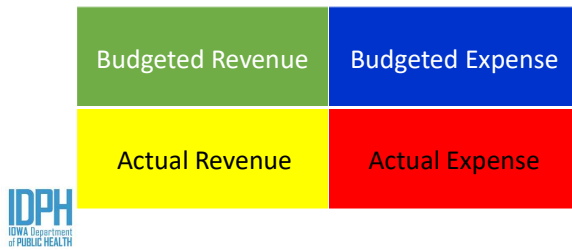
---

---

---

---

#### 4 Fiscal Data Values That You Need To Know




---

---

---

---

---

---

---

---

---

---

	Revenue	Expense	Difference
Budgeted	\$400,000	\$500,000	\$100,000
Actual	\$375,000	\$460,000	\$85,000
Difference	\$25,000	\$40,000	\$15,000

---

---

---

---

---

---

---

---

---

---

Formulas			
	Revenue	Expense	Difference
Budgeted	\$400,000	\$500,000	\$100,000
Actual	\$375,000	\$460,000	\$85,000
Difference	\$25,000	\$40,000	\$15,000

---

---

---

---

---

---

---

	Revenue	Expense	Difference
Budgeted	\$400,000	\$500,000	\$100,000
Actual	\$300,000	\$525,000	\$225,000
Difference	\$100,000	\$25,000	\$125,000

---

---

---

---

---

---

---

Formulas			
	Revenue	Expense	Difference
Budgeted	\$400,000	\$500,000	\$100,000
Actual	\$300,000	\$525,000	\$225,000
Difference	\$100,000	\$25,000	\$125,000

---

---

---

---

---

---

---

Formulas

	Revenue	Expense	Difference
Budgeted			
Actual			
Difference			

---

---

---

---

---

---

---

---

Questions?

---

---

---

---

---


---

---

---

Berdette Davis RN, BSN

[Berdette.davis@idph.iowa.gov](mailto:Berdette.davis@idph.iowa.gov)  
 515-745-2373



---

---

---

---

---

---

---

---

local finances:  
weathering the  
storm

Roxanne Smith, RN BSN  
Louisa County Public Health  
Administrator





---

---

---

---

---

---

---

The perfect storm:

Lack of fundamental understanding of budgets


+

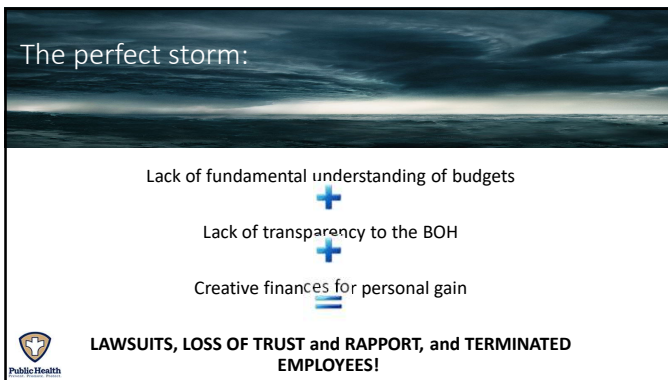
Lack of transparency to the BOH

+

Creative finances for personal gain

=

**LAWSUITS, LOSS OF TRUST and RAPPORT, and TERMINATED EMPLOYEES!**



---

---

---

---

---

---


---


CALMING THE  
STORM:

The road to rebuilding trust took  
time and a willingness to start  
over.

Things we implemented:

- Segregation of duties!
- Monthly Billing Spreadsheet
- Budget Summary Spreadsheet
- Auditor Revenue/Expenditure checks
- The willingness to be TRANSPARENT!





---

---

---

---

---

---

---

## Monthly Billing Spreadsheet

The screenshot displays two side-by-side views of a spreadsheet. The left view shows a detailed table with columns for dates, amounts, and categories. The right view shows a similar table with a different set of data, possibly representing a different month or a summary view. Both tables include a 'Public Health' logo in the top right corner.

---

---

---

---

---

---

---

---

## Deposit Spreadsheet

The screenshot displays two side-by-side views of a spreadsheet. The left view shows a detailed table with columns for dates, amounts, and categories. The right view shows a similar table with a different set of data, possibly representing a different month or a summary view. Both tables include a 'Public Health' logo in the top right corner.

---

---

---

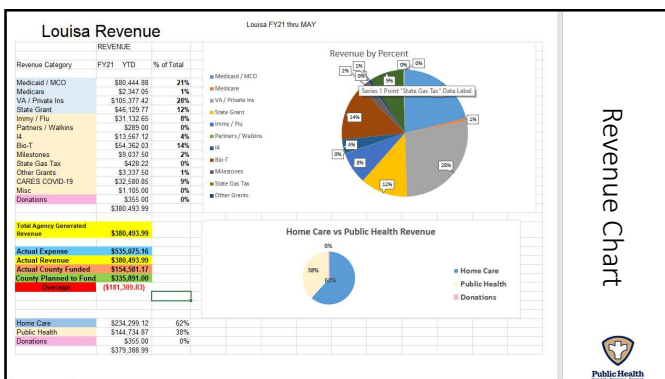
---

---

---

---

---




---

---

---

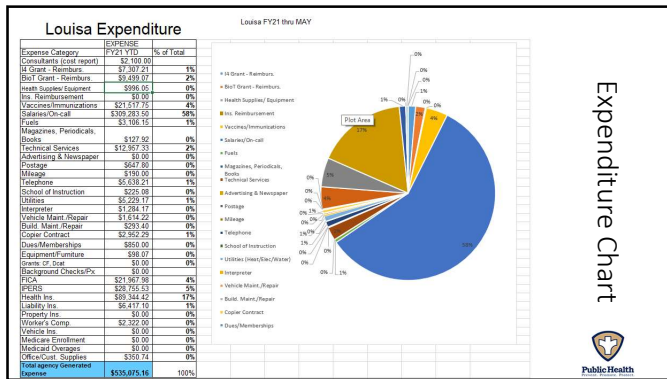
---

---

---

---

---




---

---

---

---

---

---

---

---

---

---

### Budget summary

LOUISA COUNTY PUBLIC HEALTH BUDGET SUMMARY

Report Month	Expenditures					Revenues				
	Appropriation	Monthly Expenditures	Year to date Expenditures	Balance	Percent Remaining	Estimate	Monthly revenues	Year to date revenue	Balance	Percent Remaining
2020 July	\$616,413.00	\$72,292.92	\$72,292.92	\$544,120.08	88.27%	\$335,891.00	\$41,131.56	\$41,131.56	\$294,759.44	87.75%
Aug	\$483,120.00	\$43,479.79	\$115,772.71	\$439,640.29	71.32%	\$227,178.44	\$25,730.46	\$66,862.02	\$269,028.98	80.09%
Sept	\$438,640.29	\$44,849.33	\$160,622.04	\$394,790.96	64.05%	\$201,447.98	\$32,801.71	\$99,663.73	\$236,227.27	70.33%
Oct	\$384,790.96	\$54,296.03	\$214,918.07	\$340,494.93	55.24%	\$168,646.27	\$31,149.81	\$130,813.54	\$205,077.46	61.05%
Nov	\$340,494.93	\$46,064.26	\$260,982.33	\$294,430.67	47.77%	\$137,496.46	\$45,516.28	\$176,329.82	\$159,561.18	47.50%
Dec	\$294,430.67	\$58,022.59	\$319,004.92	\$297,408.08	49.25%	\$91,980.18	\$49,208.82	\$225,538.04	\$110,352.36	32.85%
Jan	\$236,408.08	\$44,816.51	\$363,821.43	\$252,586.57	40.88%	\$42,771.36	\$28,846.41	\$254,385.05	\$91,505.95	24.27%
Feb	\$191,591.57	\$41,822.28	\$405,443.71	\$210,969.29	34.23%	\$13,924.95	\$14,319.64	\$260,704.69	\$67,186.31	20.00%
March	\$149,969.29	\$43,840.43	\$449,384.14	\$107,028.86	27.10%	\$394.69	\$31,969.46	\$300,674.15	\$35,216.85	10.48%
April	\$106,028.86	\$44,255.55	\$493,639.69	\$122,773.31	19.92%	\$32,364.15	\$20,653.72	\$327,327.87	\$8,563.13	2.55%
May	\$61,773.31	\$41,435.47	\$535,075.16	\$81,337.84	13.20%	\$59,017.87	\$53,196.12	\$380,493.99	\$44,602.99	-13.28%
2021 June										

\* Budget Amendment: Approved Expenditures increased \$61,000. Previous was \$555,413

\* Budget Amendment: Approved Revenue increased \$47,581. Previous was \$268,318

---

---

---

---

---

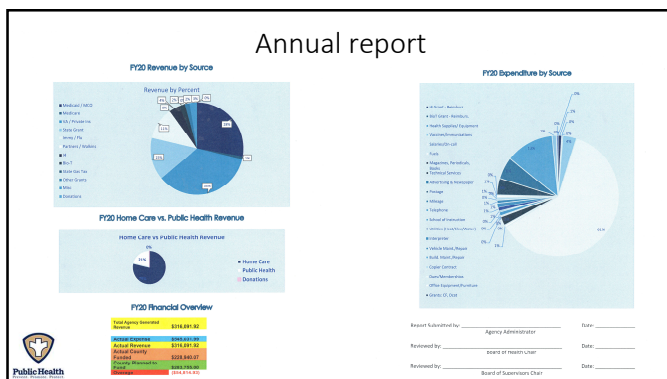
---

---

---

---

---




---

---

---

---

---


---

---

---

---

---




## KEEPING THE STORM AT BAY: KEY POINTS

**ADMINISTRATORS:**

- If delegating fiscal duties, ask questions:
  - Do the numbers add up/make sense?
  - Can you answer questions presented by the BOH?
  - Separate duties when able.
  - **You are ultimately responsible for the information presented to the BOH!**

**BOARDS OF HEALTH:**

- If you are not sure of the agencies finances, ask questions. **AVOID THE STORM!**
- **You are responsible to your county taxpayers to know how their money is being used!**



---

---

---

---

---

---

---

---



Roxanne Smith, RN BSN

[roxsmith@louisacomm.net](mailto:roxsmith@louisacomm.net)

319-523-3981




---

---

---

---

---

---

---

---